

Strengthening Indiana's Community College System

Recommendations in Response to
House Enrolled Act 1001-2015



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Background

- Ivy Tech Community College is the nation's largest singly accredited statewide public community college system—serving about 185,000 students each year.
- Founded in 1963 as Indiana Vocational Technical College, the college was re-chartered as Ivy Tech State College in 1995.
- In 2005, the Indiana General Assembly officially made Ivy Tech Indiana's statewide public community college system.



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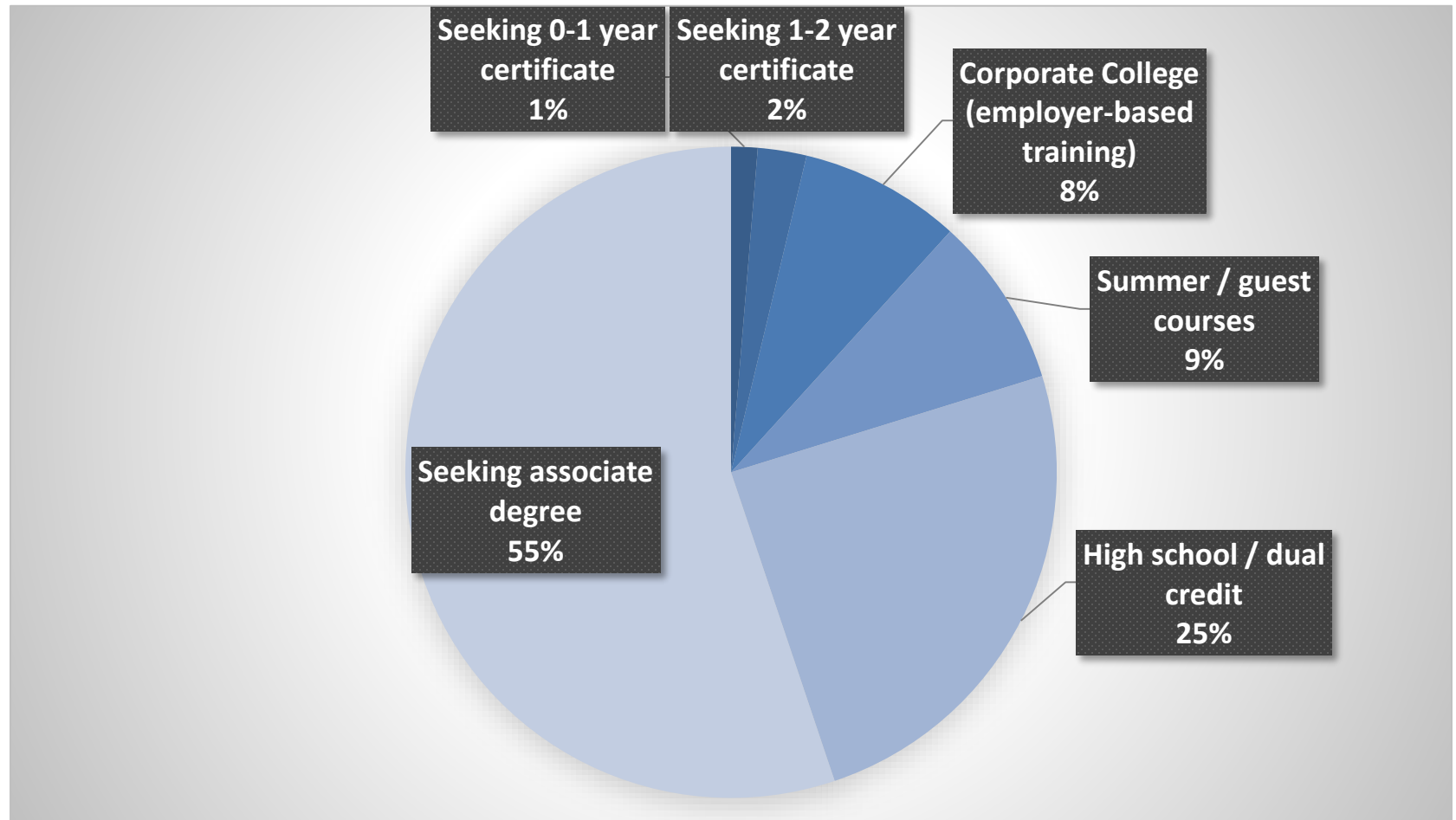
Ivy Tech Mission

- Serve as the state's main **producer of sub-baccalaureate degrees and credentials**, from short-term industry training to associate degrees
- Offer students seeking a bachelor's degree with a **lower cost, regional options for:**
 - Completing up to 60 credits as an Ivy Tech student to transfer to a four-year degree
 - Completing summer and guest courses while simultaneously enrolled at a four-year institution
- Collaborate with business and industry to produce short-term and long-term credentials to **improve Indiana's workforce** and fuel regional economies
- Seek out and **serve the most disadvantaged students**, whether their challenges are economic, academic or both
- Collaborate with high schools to **improve college readiness and success**, including but not limited to dual credit offerings



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Ivy Tech Enrollment by Type



Commission's Charge

- Review Ivy Tech's existing programs with low graduation rates
- Eliminate or restructure these offerings based on other successful program models



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Commission's Approach

- Identify key characteristics of successful program
- Evaluate current Ivy Tech program offerings and establish aspirational benchmarks
- Study community college best practices for improving results
- Roll this information into recommendations

All this was done in collaboration with Ivy Tech and other key stakeholders



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Characteristics of Success

- Sufficient student demand
 - Measured by enrollment count
- Sufficient labor market demand
 - Measured by job placement rate
- Sufficient effectiveness
 - Measured by rate of graduation or productive transfer

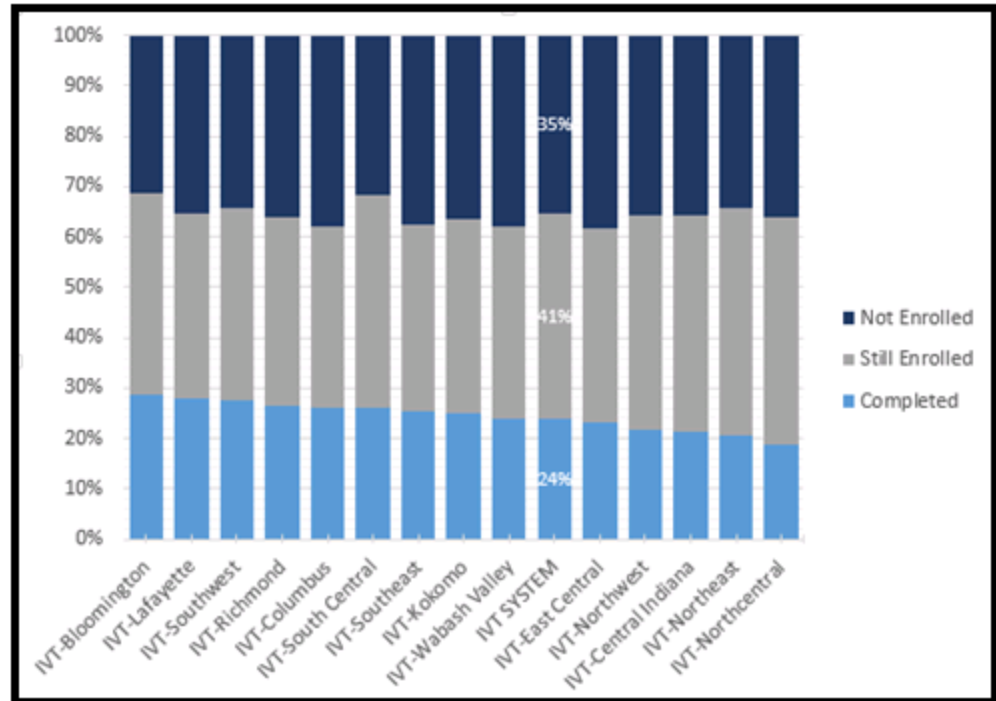


Program Analysis: Key Findings

Key Finding #1-completion:

After six years, more students are still enrolled in college (41%) than have graduated (24%).

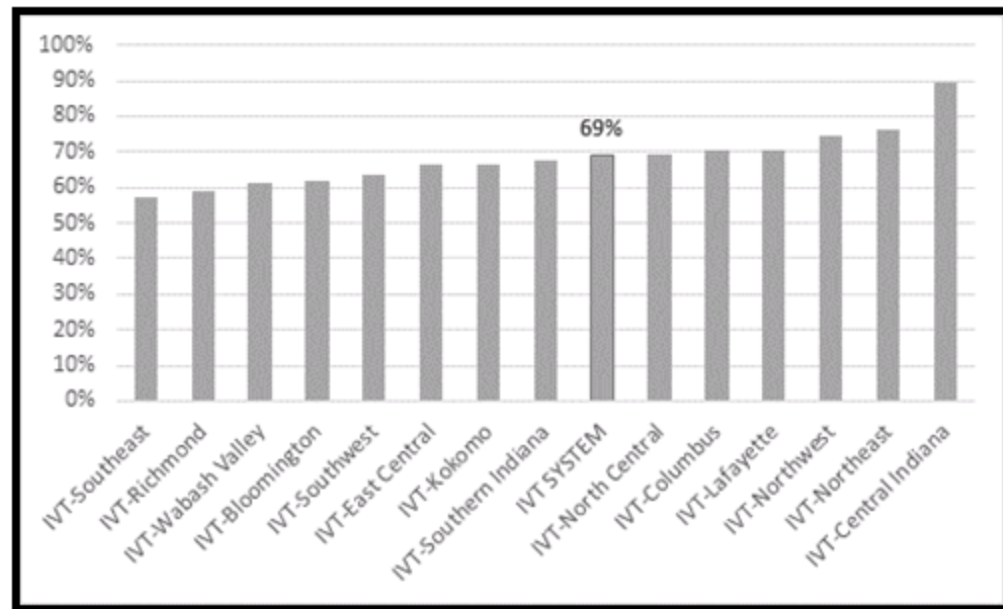
Chart shows the percentage of students in each status (not enrolled, still enrolled, completed) after six years.



Program Analysis: Key Findings

Key Finding #2-enrollment:
One-third of programs within an Ivy Tech region have fewer than 30 students enrolled.

Chart shows the percentage of programs with 30+ enrollment, defining programs with different degree levels within a particular subject grouped as a single program.



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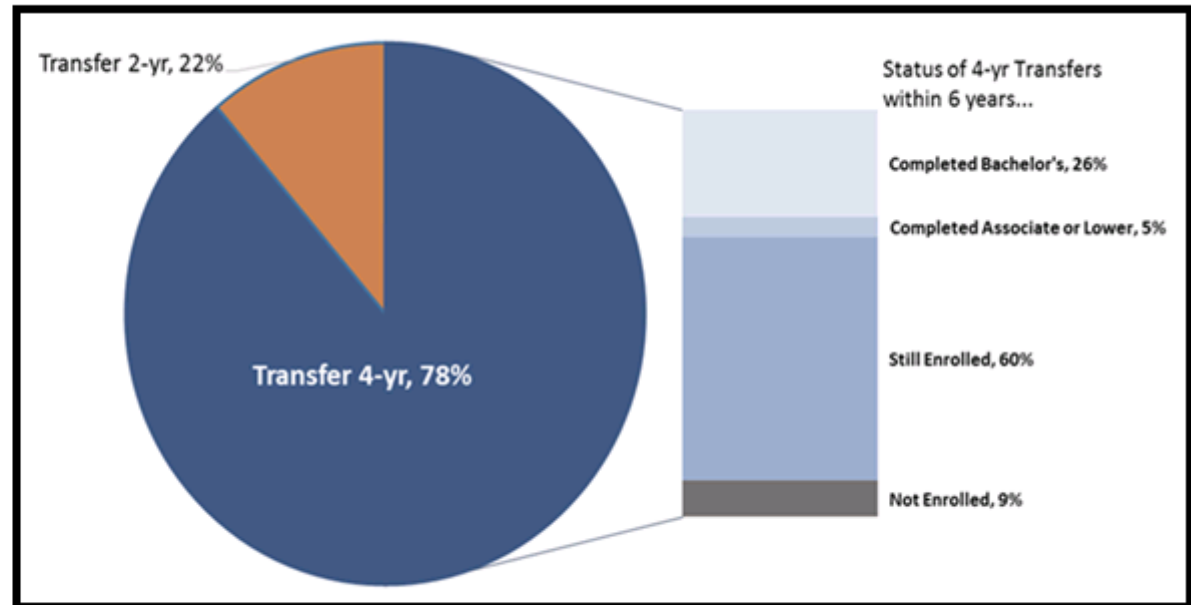
Program Analysis: Key Findings

Key Finding #3-

transfer outcomes:

Of the students who successfully transfer from Ivy Tech to a four-year institution, about one in four graduates with a bachelor's degree within six years.

Chart shows the 6-year outcomes of students who transfer from Ivy Tech.



Program Analysis: Key Findings

Key Finding #4-labor market outcomes: Ivy Tech, like most Indiana institutions, does not currently have a mechanism to systematically and comprehensively measure the labor market outcomes of students, such as placement rates and average salaries.



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Best Practices of Community Colleges

- **Simplify and streamline the path through college**
 - Provide highly structured programs that simplify program selection and keep students on the path to graduation
 - Ensure consistent, predictable schedules that enable students to balance work and family obligations
 - Refuse to let students languish in standalone remediation courses
- **Strengthen monitoring, intervention and support policies**
 - Monitor students' well-being with proactive interventions that keep them on track
 - Provide “wrap-around” services that support underserved students
 - Strive to serve the most disadvantaged students
- **Forge partnerships throughout communities served**
 - Collaborate with high schools to improve dual credit and prepare students for college
 - Ensure a smooth transfer from community college to four-year institutions
 - Forge partnerships with local industry and employers that ensure job placement
- **Improve constantly**
 - Measure performance to test and implement improvements
 - Dismantle institutional siloes
 - Hold staff accountable for results, i.e., program completion and job placement



Recommendations:

Annual Program Evaluation

Success Benchmarks:

Criteria	2016	2017	2018	2019	2020	2021
Student Demand	Enrollment of at least 30 students per program, per region					
Employer Demand	Job placement measurement not available		Job placement rate of at least 60%		Job placement rate of at least 75%	
Effectiveness (2-year degrees)	25% within 6 years	30% within 6 years	35% within 6 years	25% within 3 years	35% within 3 years	50% within 3 years
(shorter-term credentials)	For sub-associate programs, the time horizon for the effectiveness metric should be equal to 300% of published program length (2016-2018) and 150% of program length (2019-2021)					

Ivy Tech may elect to utilize additional criteria, such as the Aspen Institute's metric of degree production per full-time equivalent, to use in its ongoing program review.



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Recommendations:

Annual Program Evaluation

- Flag programs not meeting these benchmarks
- Respond to flagged programs:
 - If low job placement rates
 - Discontinue program OR
 - If jobs do exist, enhance placement efforts in collaboration with employers
 - If low enrollment:
 - Justified based on factors like lab space OR
 - If workforce need exists, enhance recruiting efforts
 - If low graduation rates:
 - Develop an improvement plan OR
 - Determine if program length is optimal
- Ivy Tech reports results to Commission by March 1, 2016



Recommendations:

Restructuring Student Support

- **Remediation:** continue providing via co-requisite model
- **Course scheduling:** offer accelerated, on-time and extended-time block scheduling for transfer students and high-enrollment programs
- **Transfer students:** organize transfer students in cohorts and encourage completion of credential (transfer core or associate degree) prior to transferring



Recommendations:

Restructuring Student Support

- **Advising:** assign students a single, consistent point of contact throughout their academic experience
- **Corporate college:** entity that provides custom education and training for employer clients provides clear paths for students to transition to further study and additional credentials

Ivy Tech reports annually on progress of scaling up these restructuring recommendations



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Recommendations:

Enhanced Reporting & Accountability

- **Measure Labor Market Outcomes:** DWD, DOR, CHE, Ivy Tech work to establish a way to measure job placement and other labor market outcomes
- **Improve Ivy Tech's data system capabilities:** Data system is updated to facilitate the recommendations in the report (e.g., tracking labor market outcomes)
- **Better embrace Ivy Tech's diverse mission in public reporting and performance funding:**
 - Short-term certificates of 18-29 credits eligible for performance funding next biennium
 - Labor market outcome metric incorporated in performance funding the following biennium (if not sooner)
 - Short-term credentials and corporate training programs included in Completion Report and Return on Investment Report



Implementation Timeline

- **March 2016:** Initial program review complete. Ivy Tech submits report to Commission and General Assembly with plan to discontinue, restructure or improve programs
- **November 2016:** Ivy Tech submits a report to the Commission detailing the progress made on the recommendations related to restructuring student support.
- **November 2016:** Commission for Higher Education votes on a budget recommendation having considered inclusion of shorter-term certificates in the performance funding formula



Implementation Timeline (cont.)

- **January 2017:** Labor market outcomes measurement in place for all programs in all regions
- **November 2017:** Ivy Tech submits a report to the Commission detailing the progress made on the recommendations related to restructuring student support.
- **November 2018:** Target date for full scaled implementation of restructured student support. Ivy Tech submits a report to the Commission detailing the progress made.
- **November 2018:** Commission for Higher Education votes on a budget recommendation having considered inclusion of a labor market outcomes metric for Ivy Tech's non-transfer students in the performance funding formula



Questions?



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